

**Achievement of Market-Friendly Initiatives and Results Program
(AMIR 2.0 Program)**

Funded By U.S. Agency for International Development

**Investment and Export Promotion- Conduct a Human Resources Audit of
JIB, JEDCO, JIEC, and FZC**

Final Report

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I. Executive Summary

The AMIR 2.0 project is providing long-term technical assistance to the Jordanian Investment Committee to develop strategies, organizational structuring, and legal statutes to establish the Jordanian Authority for Economic Development (JAED). The purpose for the creation of JAED is to enhance the effectiveness of Jordanian investment promotion activities by placing a centralized management function within a Jordanian investment promotion framework which currently includes four agencies the Jordan Investment Board (JIB), the Jordan Export Development Corporation (JEDCO), the Jordan Industrial Estates Corporation (JIEC), and Free Zones Corporation (FZC).

Background. An Organizational Development and Human Resources Specialist was retained by AMIR 2 to provide short-term technical assistance in auditing the four existing investment and trade promotion organizations in terms of their organizational designs, staffing policies, staff development and other human resources and management systems. This audit had as its objective to "benchmark" current management systems, staffing policies, operational practices, and capacity to achieve organization objectives while ascertaining operating practices and skills that could be retained and applied to the establishment and efficient functioning of JAED. It is expected that the results of the audit will guide the process for integrating people, information, and technology into the JAED structure and lead eventually to a foreign direct investment (FDI) scheme facilitating and increasing Jordanian foreign and domestic investments.

Key findings.

- All four audited organizations have functional autonomy, at least Administrative (independence to set goals and objectives) and Managerial (determine policies on hiring and firing, procurement of equipment, operating hours, etc.)
- All four have some Financial autonomy (manage budgetary allocations and expenditures) as well although the degree of control varies with the organization.
- It is apparent by the results of the audit that there exists a moderate level at best of linkage between the goals and practices of the four organizations and any Strategic Human Resources Plan.
- The audit confirms that the current organizational structures and human resources practices fall short in supporting current goals and anticipated JAED requirements.

- Business structures, job design, selection criteria, performance management, training and development, succession planning, and compensation and benefits lack effective administration, good communication, commitment to follow up, and accountability.
- Not one of the four audited organizations had records indicating job positions were determined through a need assessment process (Job Analysis). Given a framework of explicit objectives, organizations need to recruit and select personnel with the appropriate skills sets, compatible values, and motivation levels to meet these objectives. Skill sets are arrived at through the process of Job Analysis and values and other personality traits are agreed upon by management and verified through pre-employment screening, testing, and the interviewing process.

Conclusion.

The audited organizations are currently staffed and functioning, obviously working toward accomplishing organization stated goals and objectives. However, the results of the audit suggest:

- ✓ That none can categorically claim that it is adequately staffed to perform its current functions and that it is realizing maximum efficiencies through its current staffing procedures. This condition resulting from the lack of manpower needs assessment data.
- ✓ Also, there is no documentation to indicate that the quality of work performance meets any required "best practices" standard(s) due to the lack of any purposeful, useful performance evaluation program.
- ✓ No audited organization can claim current staffing authorizations will result in the meeting of expected future goals and/or objectives without human resources requirements being determined through a disciplined and focused strategic Human Resources Strategic Planning process.

Recommendations.

- ✓ The Team recommends that each audited organization review its organizational structure ensuring that the form of the organization matches as closely as possible the purpose(s) the organization seeks to achieve.
- ✓ The Team recommends that agreed upon skill sets and competencies be developed and applied to the recruitment and selection of entry-level workers, management, and professional employees.
- ✓ The Team recommends that each organization identify (through Job Analysis) the main skill sets, experience, and knowledge base required for key positions within the organization and develop career paths and succession plans based on this information.

- ✓ The Team recommends that each organization review its Performance Management System (PMP) agreeing to a formal structured system of measuring, evaluating, and influencing their employees work related attributes, behaviors, and outcomes and goals.
- ✓ The Team recommends that each organization reexamine its Total Reward System (TERS). Workers expect incentives and rewards for contributing energy and effort to the effective and efficient achievement of organization goals. This compensation must include at least a fair distribution among all employees, equal pay for equal work performed, and takes into account current labor market rates.

II. Approach and Summary of Results

Task 1. Prepare a methodology and survey guidelines, setting out the framework for an **in-depth HR Audit** of JIB, JEDCO, JIEC, and FZC, including the design of survey instruments, specification of data to be collected, and the format for the presentation of the data .

Result: Accomplished (**Annex A**). The framework for the **in-depth audit** was developed with the understanding that major organizational changes were anticipated for the four audited entities and that the Jordanian Ministry of Planning required an analysis of the implications for managing future human resources after the changes were put into affect.

Human resources management in organizations has four primary targets; assignments, competencies, behaviors, and motivation. In designing the framework it was recognized that the analysis of these four targets would best serve to detail the implications for managing human resources and assist in the development of future Human Resources Plans as they apply to the Investment Committee and any strategies and organizational structures contemplated for the establishment of the Jordan Authority for Economic Development (JAED).

- **Employee Assignments.** The primary questions requiring answers are: a) does the organization have the right number of people allocated? and b) are these people slotted/placed in the organization correctly? Organizations downsizing, merging, or forming an alliance often have people that require reassignment after the establishment of the new entity, need offers made to them for early retirement, or will require some other form of consideration or severance prior to termination of employment. Especially in mergers, the challenge is to reduce duplication. In a merger it is expected that there will be two people for each job after the merger. Who goes and who stays is often decided prior to the merger or alliance. This information needs to be documented and made available to the strategic planning

team to incorporate into the Human Resources Plan prior to the launch of any major change intervention.

- Employee Competencies. The key questions here are: a) what knowledge, skills, and abilities do the current employees have? and b) if the organization(s) are changing what skills, knowledge, and abilities will be required of their employees to perform adequately after the change? Often, prior to a merger, it is agreed that keeping the best people is the best business strategy. Analyzing the four entities prior to the merger and determining what competencies are currently required and which are needed after the merger will make any downsizing, reassignments, and early retirement decisions easier and more effective.
- Employee Behaviors. The questions here are: a) what behaviors are accepted now in the organization(s)? and b) What behaviors will be acceptable in the new organization(s)? If the future organization is adapting a strategy of quality improvement and customer focus the behaviors may need to change substantially and policies drafted to accommodate the shift in strategy. Again, the inclusion of this information in the Human Resources Plan is critical to the success of any change intervention.
- Employee Motivation. The key questions here are: a) How productive are the current employees? b) What strategies may be looked at and possibly adopted to improve retention rates of those needed after the change? c) How can the organization(s) become more attractive to the best-qualified employees and candidates for future employment. After a merger or alliance an essential human resources challenge is to motivate the employees who remain and to perform at higher levels. Mergers usually eliminate position duplication but they also increase workloads and responsibilities. Motivation strategies to include changes in compensation, expanded roles and responsibilities, as well as emphasizing the job and the security it brings must be considered, again, prior to the implementation of the change and should be addressed in the Strategic Plan under the Human Resources Plan.

Task 2. Collect in-depth audit data..

Result: Accomplished (Annex B)

The Audit Team worked closely with the staffs at JIB, JEDCO, JIEC, and the FZC visiting each of the four headquarters during the period April- June 2002. In addition to recording the availability or non-availability of key documentation the Team also reviewed the documents, if available, for adequacy and their being applied to the meeting of organization objectives.

The structure of the **in-depth audit** allowed for a simple scoring method to be applied to each of the activities integrated in each of the four audit sections. If documentation was present to support a specific HR activity it received the value of 1; the absence of documentation a zero. If documentation was available the Team used its expertise to determine it's adequacy for meeting the organization's articulated goals and values. If the documentation was deemed adequate the activity received an additional value of 1; if shown to be lacking in objectivity and practical worth the activity under received a zero. Finally, the activity was rated for its being applied to the organization's overall mission. Again, using Team expertise, if the documentation reflected the organization's recognition of the activity as being strategically important, and it was included in the organization's standard operating procedures, the activity received an additional value of 1; if available, adequate, but not being applied for any reason the activity received a zero. **Table 1** lists the scoring outcomes by organization of the four audits. One hundred and eleven (111) was the total sum possible for the four audits.

Table 1: Summary Table of Audit Outcomes by Organization

Organization	Audit #1	Audit #2	Audit #3	Audit #4	Audit Total
	Score	Score	Score	Score	
JIB	6/36	0/15	4/30	2/30	12/111
JIEC	14/36	2/15	10/30	6/30	32/111
JEDCO	7/36	0/15	4/30	3/30	14/111
FZC	8/36	2/15	3/30	6/30	19/111

It is apparent by the totals for each specific audit and the totals for the complete audit for each organization that there exists a moderate level at best of linkage between the goals and practices of the organization and any Strategic Human Resources Plan. The overall audit confirms that the current organizational structures and human resources practices fall short in supporting current or future goals. Business structures, job design, selection criteria, performance management, training and development, succession planning, and compensation and benefits lack effective administration, good communication, commitment to follow up, and accountability.

Task 2. Collects in-depth audit data and provide recommendations for further action.

Result: If restructuring for Jordan's existing investment and trade promotion organizations is delayed or cancelled and the organizations continue to function in their present capacities:

- **The Team recommends that each audited organization review its organizational structure ensuring that the form of the organization matches as closely as possible the purpose(s) the organization seeks to achieve.** A business unit organizational structure allows for an organization to coordinate and control its responses to internal and external environmental demands. Organization structure should define the formal relationships

among people, specifies their roles and responsibilities. The structure reflects what activities are needed to be performed in order to implement organization strategies, the division of labor (how the essential activities are divided between individuals or workgroups), and how line and staff authority and responsibility relationships are assigned within the organization. In only one of the four audited organizations was there evidence that a systematic process along with guidance from an external facilitator was used to arrive at the organization's structure.

- **The Team recommends that agreed upon skill sets and competencies be developed and applied to the recruitment and selection of entry-level workers, management, and professional employees.**

The first step should be to gather information. This process of gathering job-related skills and responsibilities is accomplished through job analysis.

The HR audits reveal that none of the organizations had any documentation on file to indicate that job analysis had ever been performed for any of the positions currently authorized and filled within the organization.

How relevant is Job Analysis to an organization? Attracting quality people begins with the organization knowing what it needs. The cornerstone of any organization's human resources system is knowing what activities are to be performed, what tools are required to perform the job, documenting the conditions the employee will have to work under, and the specific skills, knowledge, and experience the employee must bring to the job in order to get the job done.

The data generated by Job Analysis has significant use in nearly every phase of Human Resources Administration; designing jobs and reward systems, staffing and training, performance control and more. Few other processes executed by organizations have the potential for being such a powerful aid to management decision making.

- **The Team recommends that each organization identify (through Job Analysis) the main skill sets, experience, and knowledge base required for key positions within the organization and develop career paths and succession plans based on this information.**
- **The Team recommends that each organization review its Performance Management System (PMP).** The PMP is critically important to an organization. The process, if established properly and administered correctly should be linked to the business strategy, simple to administer, accepted by all employees, perceived as fair and ultimately directed toward the development of the employee. The audit reveals that although each organization has the tools to evaluate its employees none are linking the results of performance to

increases in pay, promotion or amendment of job descriptions. In only one case was there an audit trail that reflected consistency or regularity in the scheduling of employee performance evaluations.

- **The Team recommends that each organization reexamine its Total Reward System (TERS).** Each organization should ensure that good management, salaries and wages, bonus plans and incentives, as well as benefits all fulfill a strategic purpose. The TERS should help attract and retain highly qualified people and should serve to enhance their performance. A solid compensation philosophy applicable to the entire organization should include:
 - ✓ An evaluation and ranking with respect to pay that is uniform throughout the work units. There are two steps to this process: 1) Job Analysis that describes the scope of work and the basic skills and competencies required for each 2) A Job Evaluation which uses a point system to rank jobs based on what the organization values. Rates and salaries should be based upon valid Job Analysis and Job Evaluation.
 - ✓ Rates and salaries that are perceived as internally equitable and offer employees the opportunity to seek promotions in order to improve their income.
 - ✓ Base pay and salary rates for each position that have broad ranges from minimum to maximum.
 - ✓ Rate increases, absent a promotion and within job grades, should be based on a continuing review of competitive information and an annual review of an employee's contribution to the organization

Task 3. Prepare a methodology and survey guidelines, setting out the framework for an HR Audit of JIB, JEDCO, JIEC and FZC, including design of survey instruments, specification of data to be collected, format for presentation of data. Data should, at a minimum include:

- ✓ Number and designation of authorized positions.
- ✓ Number and designation of filled positions.
- ✓ Grade and salary band for each position.
- ✓ Time in service of employees (classified into appropriate bands).
- ✓ Minimum education or experience required for each grade or function.
- ✓ Actual breakdown of education and experience in each grade or function.
- ✓ Location of staff.
- ✓ Civil Service or Private Sector employee.

Result: Accomplished (**Annex C, D**)

Each audited organization has a salary scale for all job titles. The salary scale used by each is completely different from the other.

- ✓ The audited organizations have very specific and very different compensatory factors as well as compensation values. There is no documentation however, to support the salaries being paid.
- ✓ The Free Zone Corporation (FZC) has adopted a salary scale based on Civil Service Salary Regulations with some variations.
- ✓ Some organizations built their salary scale solely on the basis of job title and classification, while others did not.
- ✓ Some organizations have grades within each class, while others do not.
- ✓ Some organizations have a minimum and maximum salary for each job title or grade (salary range), while others do not have a maximum salary.
- ✓ Some organizations have a separate salary scale for support service positions, while others do not.

All audited organizations provided data with regard to location of each job as well as information regarding the filled/unfilled status of each position (current staffing). As already addressed the required staffing was difficult to determine in the absence of any need assessment during the initial stages of the organization's development. Without this data the only other means to determine staffing requirements is to review past and current Human Resources Strategic Plans (HRP). There was no documentation provided during the audit that served to indicate that HRP was an organization priority.

- ✓ Although the audit required specific data to be provided (**Annex A- Human Resources Profile Worksheet**) three organizations provided data relating to years of experience in general as well as specific years of experience in the current job. One organization provided only years of experience in the current job.
- ✓ All organizations provided data with regard to current qualification (Education).
- ✓ All organizations have allowances and incentives that are reflected in their basic salary structures.
- ✓ Generally speaking, the salaries are relatively low.
- ✓ The gap between salary ranges is extreme and presents itself a point of conflict between Classes and Grades.
- ✓ Audited materials suggest that salaries are paid to employees not on relative worth, value, and performance but rather solely on an employee's education level and therefore on the basis of his or her potential for success.

Recommendations :

All four organizations must restructure their salary scales and /or compensation schema to reflect adherence to “international best practices”. These practices include:

- ✓ Conducting job analysis to identify what any job requires in terms of skills and competences.
- ✓ Identifying the minimum education and work experience (job specifications) required for each job title.
- ✓ Identifying a minimum and maximum salary for each job title.
- ✓ Conducting a study or salary survey to determine market rates for specific job skills and knowledge.
- ✓ Classifying positions into families of similar job responsibilities (administrative, financial, auditing, computer, etc.) and compensate these groupings appropriately.
- ✓ Considering the kinds, amounts, and numbers of allowances/incentives to be given or distributed in accordance to job title, relative worth factors, and importance to overall mission attainment.

III. Conclusions

All four organizations are currently staffed and functioning, obviously working toward organization stated goals and objectives. However, the results of the audit suggest:

- ✓ That none of the organizations can categorically claim that it is adequately staffed to perform its current functions and that it is realizing maximum efficiencies through its current staffing procedures. This condition being due to the lack of manpower needs assessment data.
- ✓ Also, along these same lines, there is no documentation to indicate that the quality of work performance meets any required "best practices" standard(s) due to the lack of any useful performance evaluation program.
- ✓ Lastly, no organization audited can claim that current staffing authorization will meet expected future goals and/or objectives without the human resources requirements having been determined through a disciplined and focused strategic Human Resources Strategic Planning process.

- Matrices should reflect current organization centralization and decentralization policies, distribution and segregation of authorities, and unity of command principles.
- e. Collecting data and information that proved relevant to the current placement of these activities into the existing structure and or hierarchy that allegedly conforms to internationally approved approaches to designing organizations.
 - f. Reviewing the organizational levels and spans of control for appropriateness that take into consideration the functionality and effectiveness of the operation that includes data reflecting productivity and employee professional development and advancement.
 - g. Discussing any problems to include "disproportionate turnovers" (greater than 7%) and documenting any recommendations for modifying the structure with the senior management.
 - h. Preparing final organizational structure assessment that addresses the departmental/organizational capability to meet organizational objectives

2. Reviewing and evaluating job descriptions for each position within each organization. Requirements should be documented in a standardized format that reflect as a minimum the following information:

- a. A Job Title
- b. Department assignment within the organization.
- c. Detailed critical incidents or tasks related to the job.
- d. Detailed information to include budgetary, logistical, and supervisory responsibilities.
- e. Supervision received.
- f. Channels of Communications (Internal and External)
- g. Job Environment (safety issues, climate, location)
- h. Job specifications (minimum education, practical experience, training, languages, additional skills required to qualify for employment).
- i. Preparing a final organization job descriptions assessment that addresses the departmental and organizational capability to meet organizational objectives based on the sufficient identification and documentation of job qualifications, job specifications, and other skills requirements.

3. Reviewing the Total Employee Reward System (TERS) to ensure its being linked to the business strategy and that it enhances motivation and commitment, is affordable, and is cost effective. This should be achieved through the following activities and processes:

- a. Analyzing the method used to establish internal job classification schema (systematic, rational, equitable ranking system based on compensable factors and relative worth of job to the organization).
- b. Analyzing and evaluating the salary scale and accompanying data for each position according to job class, grade, and step level testing for transparency, equality, fairness, and market competitiveness.

- c. Determining through analysis if the organizations are a skill-based pay (SBP) operation. (SBP offers the non-management employee the opportunity to move up within his or her grade level to the next grade by learning new job-related skills).
- d. Determining if current pay practices positively affect employee behaviors and performance.
- e. Determining if salaries and wages, bonus plans and incentives, as well as benefits help fulfill the strategic purpose.
- f. Determine if the TERS helps attract and retain highly qualified people and does it serve to enhance there performance.
- g. Preparing a final TERS assessment that addresses the causing distortions in activities or desired results, and that has the employee either seeing or not seeing the connection between their actions and the TERS.

4. Reviewing the organization's Performance Management Program (PMP) to ensure its being linked to the business strategy, its recognition by management in its importance to the organization, and includes an employee plan of action for personal and professional development. This should be achieved through the following activities and processes:

- a. Reviewing the Organization's Employee Manual (for clarity, comprehensiveness, and adherence to current Jordanian Labor Law and that establishes internal procedures and policies regarding the purpose and conduct of the organization's PMP).
- b. Determining the frequency of the performance appraisal review (NLT annually).
- c. Determining if the performance appraisal instrument is divided into a developmental section and a Management by Objective (MBO) section.
- d. Determining if the results of the performance appraisal are used to justify pay increases, modify existing job descriptions, support recruitment and selection policies, and assist in targeting personal and professional development strategies.
- e. Determining if all competencies listed in the performance appraisal instrument are job related.
- f. Determining if general managers (line) and other senior people are evaluated in the same manner as the rest of the organization.
- g. Preparing a final PMP assessment that addresses the organization's PMP in terms of its being linked to the business strategy, simplicity to administer, acceptance by employees, fairness, and its focus on developing the employee.

Annex B Audit Instruments (Availability and Adequacy Worksheet)

The recorder of the attached instruments need only request specific documentation from the organization's representative tasked to assist the auditor and note on the appropriate form whether the document is unavailable (0) or available (1). No other assessment, impression, or exercise of judgment is required on the part of the auditor.

Interpretation of the audit results to include an estimate of the adequacy of each specific organization's existing staff to perform current functions, addressing both numbers of staff and the quality of the skills base along with an estimate of the adequacy of the staff to carry out expected organization future functions will be the role and responsibility of the Al Jidara Investment Services Team HR Specialist, Dr. Arwa Al-Mothaffar, and Mr. Donaldson.

Annex B

Annex 2

Organization							
Audit (1)	Objectives, Polices, Strategies, Organizational Structure, and Delegation of Authorities						
Activities	Availability		Adequacy		Application		Remark
	Available	Not Available	Adequate	Inadequate	Applied	Not Applied	
Current Objectives and Strategies contribute to achieve the organizational Objectives							
Method used to determine such Objectives and Strategies							
Current Delegation shows post titles and areas of delegation							
Method used to grant such delegation							
The Organization Structure is approved and officially documented							
Methodology used to design the Organization Structure							

Organization							
Audit (1)	Objectives, Policies, Strategies, Organizational Structure, and Delegation of Authorities						
Activities	Availability		Adequacy		Application		Remarks
	Available	Not Available	Adequate	Inadequate	Applied	Not Applied	
Authorities and Responsibilities are shown in matrices of all kinds of authorities and at all levels							
Centralization and Decentralization, Distribution of Authorities and Unity of Communication are prepared and documented							
Recruitment & Selection strategies are linked to HRP Plan							
Succession Planning, Career Development, and Employee Development Plans are prepared and documented							
Periodical Review of Organization Chart and Span of Supervision							
Task for Main Activities and Sub-Activities of Classified Jobs are identified and periodically reviewed							

Organization							
Audit (2)	Job Analysis and Job Description						
Activities	Availability		Adequacy		Application		Remarks
	Available	Not Available	Adequate	Inadequate	Applied	Not Applied	
Job Analysis is prepared for each job title							
Job Descriptions contain skills, competences, behavior skills for all jobs demonstrated in the organization chart							
Periodic review of skills and competences is conducted to reflect its contribution to achieve better performance							
Recruitment process considers skills and norms contained in the job description which are required to fill in vacancies							
Contents of Job Description card							

Organization							
Audit (3)	Salary Scale, Reward System and Incentives Schemes						
Activities	Availability		Adequacy		Application		Remarks
	Available	Not Available	Adequate	Inadequate	Applied	Not Applied	
Methodology used to create Job Classification Plan / Job Grading							
Comparison of Job Grading with other similar organizations and labor market							
Compensation factors are approved from top level management and method of application on Salary Grade							
Kinds of Incentives provided and plans of applying them							
Job Grading for each organizational unit							
Compensation, Incentives systems, Salary Grades for each organizational unit							

Organization							
Audit (3)	Salary Scale, Reward System and Incentives Schemes						
Activities	Availability		Adequacy		Application		Remarks
	Available	Not Available	Adequate	Inadequate	Applied	Not Applied	
Methodology used to create Job Classification Plan / Job Grading							
Comparison of Job Grading with other similar organizations and labor market							
Compensation factors are approved from top level management and method of application on Salary Grade							
Kinds of Incentives provided and plans of applying them							
Job Grading for each organizational unit							
Compensation, Incentives systems, Salary Grades for each organizational unit							

Organization							
Audit (3)	Salary Scale, Reward System and Incentives Schemes						
Activities	Availability		Adequacy		Application		Remarks
	Available	Not Available	Adequate	Inadequate	Applied	Not Applied	
Plan to grant incentives according to level of performance							
Review of Salary Scale , Incentives Schemes, Performance Related Pay and required procedures which need to be taken							
Linking Salary with other compensations regarding PMP such as promotion...							
Linking Salary with other benefits related to strategies of organization's performance							

Organization							
Audit (4)	Performance Management Program (PMP)						
Activities	Availability		Adequacy		Application		Remarks
	Available	Not Available	Adequate	Inadequate	Applied	Not Applied	
Clear Performance Management System							
Records reflect periodic review of employee performance							
Train employee as interviewer and interview on the method of performance evaluation							
Evaluation forms reflect training needed							
Linking results of performance evaluation with increase in pay, amendment of job description, promotion							
Tools used to evaluate all employees							

Organization							
Audit (4)	Performance Management Program (PMP)						
Activities	Availability		Adequacy		Application		Remarks
	Available	Not Available	Adequate	Inadequate	Applied	Not Applied	
Records reflect the previous results of evaluation							
Plans that link Performance Management System with Human Resource Planning Schemes							
Linking PMP with Holistic Incentive System							
Linking PMP with other supporting programs such as counseling, problem solving							

Annex C Audit Instruments (Human Resources Profiles Worksheet and Audit Results)

The recorder of the attached instrument need only request specific documentation from the organization's representative. No other assessment, impression, or exercise of judgment is required on the part of the auditor.

Annex C Audit: Human Resources Profiles

Summary of Staffing Situation of (JIB)										
Job Title	Job Status		Location	Years of Service		Qualifications Current	Grade/ Rank	Salary		No. of Employees
	Filled	Vacant		General	In Job			Min	Max	
General Manager	Yes		HQ			MA	Contract	1750		
Deputy General Manager	Yes		HQ			MA	Contract	1200		
Advisor	Yes		HQ			MA	Contract	700		1
Manager for Finance & Admn.	Yes		HQ	5		MA	Contract	800		1
System Analyst	Yes		HQ			MA	Contract	650		1
Researcher	Yes		HQ	4		BA	Contract	525		1
Coordinator Officer	Yes		HQ	4		BA	Contract	361		1
Industrial Engineer	Yes		HQ	4		BA	Contract	411		1
Division Head of Internal Control	Yes		HQ	4		BA	2	306	745	1
Division Head of Accountancy	Yes		HQ	7		BA	3	223	745	1
Secretary	Yes		HQ	5		Diploma	3	223	295	1
Accountant	Yes		HQ	4		BA	4	158	745	1
Division Head of Personnel	Yes		HQ	3		Diploma	4	158	295	1
Store Keeper	Yes		HQ	5		Diploma	4	158	295	6
Clerk	Yes		HQ	2		Diploma	3	223	295	1
Cashier	Yes		HQ	4		BA	3	223	745	1
Asst. Accountant	Yes		HQ	2		Diploma	4	158	295	1
Data Entry	Yes		HQ	2		Diploma	5	108	295	2
Graphic Designer	Yes		HQ	4		BA	4	158	745	1
Graphic Designer	Yes		HQ	4		BA	3	223	745	1
Manager	Yes		HQ	5		BA	3	223	745	1
System Analyst	Yes		HQ	4		BA	3	223	745	2

Researcher	Yes		HQ	2		BA	2	306	745	4
Researcher	Yes		HQ	2		BA	3	223	745	10
Researcher	Yes		HQ	2		BA	4	158	745	14
Typist	Yes		HQ	2		Diploma	5	108	295	3
Clerk	Yes		HQ	2		Diploma	5	108	295	10
Computer Operator	Yes		HQ	2		Diploma	5	108	295	1
Transport Clerk	Yes		HQ	7		Secondary School	-	125	245	1
Car Driver	Yes		HQ	7		Secondary School	-	90	210	5
Work Attendance Clerk	Yes		HQ	2		Secondary School	-	70	210	1
Librarian	Yes		HQ	2		Secondary School	-	70	210	1
Operator	Yes		HQ	3		Diploma	-	70	210	2
Messenger	Yes		HQ	-		Secondary School	-	70	210	2
										Total 35

Summary of Staffing Situation of (JIEC)										
Job Title	Job Status		Location	Years of Service		Qualifications Current	Grade/ Rank	Salary		No. of Employees
	Filled	Vacant		General	In Job			Min	Max	
General manager	Yes		Sahab Estate	2		BA	Contract	1800		
Asst.G.M. for Finance & Admn Affairs	Yes		Sahab Estate	2	1	BA	Contract	700		
Advisor	Yes		Sahab Estate	6	6	BA	Contract	900		
Advisor / Investment Affairs	Yes		Sahab Estate	0.9	0.9	BA	Contract	750		
Manager of Financial Affairs	Yes		Sahab Estate	17	17	BA	1	210	282	
Manager of Development & Quality	Yes		Sahab Estate	17	0.8	BA	2	152	201	
Manager of Engineering Affairs	Yes		Sahab Estate	19	0.8	BA	1	210	282	
Manager of Administrative Affairs	Yes		Sahab Estate	19	2	BA	2	152	201	
Manager of Information Center	Yes		Sahab Estate	15	2	MA	2	152	201	
Office Manager of General Manager	Yes		Sahab Estate	12	4	BA	2	152	201	
Manager of Services	Yes		Sahab Estate	18	0.8	PhD	2	152	201	
Manager of Investment	Yes		Sahab Estate	8	0.8	PhD	2	152	201	
Division Head of Printing	Yes		Sahab Estate	17	1	Diploma	3	110	146	
Typist	Yes		Sahab Estate	0.8	0.8	Secondary School	5	58	75	
Secretary	Yes		Sahab Estate	0.7	0.7	Secondary School	6	45	53	
Secretary	Yes		Sahab Estate	1	1	Secondary School	6	45	53	
Secretary	Yes		Sahab Estate	4	4	Diploma	5	58	75	
Division Head of Archiving	Yes		Sahab Estate	4	1	BA	Contract	300		
Archiving Clerk	Yes		Sahab Estate	8	8	Diploma	2	152	201	
Correspondence Clerk	Yes		Sahab Estate	4	4	Diploma	5	58	75	
Correspondence Clerk	Yes		Sahab Estate	2	0.9	Secondary School	Daily Wage			
Photocopying Technician	Yes		Sahab Estate	5	5	Below Secondary	Daily Wage			

Division Head of Services	Yes		Sahab Estate	2	1	BA	Contract	500	
Services Clerk	Yes		Sahab Estate	1	0.9	Secondary School	Daily Wage		
Procurement Clerk	Yes		Sahab Estate	4	0.4	BA	2	152	201
Operator	Yes		Sahab Estate	16	16	Secondary School	Unclassified	42	102
Operator	Yes		Sahab Estate	6	6	Diploma	Unclassified	42	102
Operator	Yes		Sahab Estate	4	4	Below Secondary	Unclassified	42	102
Car Driver	Yes		Sahab Estate	17	17	Below Secondary	Unclassified	52	102
Car Driver	Yes		Sahab Estate	8	8	Below Secondary	Unclassified	52	102
Car Driver	Yes		Sahab Estate	9	9	Below Secondary	Unclassified	52	102
Car Driver	Yes		Sahab Estate	8	8	Below Secondary	Unclassified	52	102
Car Driver	Yes		Sahab Estate	5	5	Below Secondary	Unclassified	52	102
Car Driver	Yes		Sahab Estate	5	5	Ignorant	Unclassified	52	102
Car Driver	Yes		Sahab Estate	4	4	Below Secondary	Unclassified	52	102
Car Driver	Yes		Sahab Estate	4	4	Below Secondary	Unclassified	52	102
Car Driver	Yes		Sahab Estate	2	2	Secondary School	Unclassified	52	102
Car Driver	Yes		Sahab Estate	0.9	0.9	Below Secondary	Unclassified	52	102
Bus Driver	Yes		Sahab Estate	6	6	Below Secondary	Unclassified	74	124
Transport Clerk	Yes		Sahab Estate	9	1	Below Secondary	Unclassified	52	102
Division Head of Quality	Yes		Sahab Estate	17	2	Diploma	3	110	146
Division Head of Training & Development	Yes		Sahab Estate	2	0.8	BA	4	80	104
Development Clerk	Yes		Sahab Estate	0.4	0.4	BA	4	80	104
Division Head of Computer	Yes		Sahab Estate	10	7	BA	3	110	146
Programmer	Yes		Sahab Estate	3	3	BA	4	80	104
Division Head of Maintenance	Yes		Sahab Estate	4	4	BA	Contract		
Technician / Pumps	Yes		Sahab Estate	6	6	Diploma	4	80	104
Technician / Cooling	Yes		Sahab Estate	3	3	Diploma	4	80	104
Technician / Electricity	Yes		Sahab Estate	6	6	Diploma	5	58	75
Technician / Maintenance	Yes		Sahab Estate	4	4	Below Secondary	Unclassified	52	158
Technician / Maintenance	Yes		Sahab Estate	6	6	Below Secondary	Unclassified	52	158
Technician / Maintenance	Yes		Sahab Estate	6	6	Below Secondary	Unclassified	52	158

Technician / Maintenance	Yes		Sahab Estate	9	9	Below Secondary	Unclassified	52	158	
Division Head of Environment	Yes		Sahab Estate	6	0.8	MA	3	110	146	
Controller / Environment	Yes		Sahab Estate	5	1	Secondary School	6	45	53	
Insects Fighter	Yes		Sahab Estate	6	1	Below Secondary	Unclassified	52	102	
Division Head of Promotion	Yes		Sahab Estate	3	0.8	BA	3	110	146	
Division Head / Studies	Yes		Sahab Estate	5	0.8	BA	4	80	104	
Division Head / Contracts	Yes		Sahab Estate	5	1	BA	3	110	146	
Investment Clerk	Yes		Sahab Estate	4	4	BA	4	80	104	
Librarian	Yes		Sahab Estate	2	1	BA	4	80	104	
Statistics Analyst	Yes		Sahab Estate	2	2	BA	4	80	104	
Engineer	Yes		Sahab Estate	16	1	BS	2	152	201	
Engineer	Yes		Sahab Estate	4	1	MA	3	110	146	
Engineer	Yes		Sahab Estate	4	4	BS	3	110	146	
Engineer	Yes		Sahab Estate	2	2	BS	3	110	146	
Engineer	Yes		Sahab Estate	8	8	BS	3	110	146	
Engineer	Yes		Sahab Estate	3	3	BS	3	110	146	
Engineer	Yes		Sahab Estate	3	3	BS	3	110	146	
Engineer	Yes		Sahab Estate	2	2	BS	4	80	104	
Surveyor	Yes		Sahab Estate	19	19	Diploma	2	152	201	
Surveyor	Yes		Sahab Estate	1	1	Diploma	5	58	75	
Surveyor	Yes		Sahab Estate	6	6	Diploma	4	80	104	
Building Controller	Yes		Sahab Estate	15	15	Diploma	3	110	146	
Division Head of Personnel	Yes		Sahab Estate	18	1	BA	3	110	146	
Personnel Clerk	Yes		Sahab Estate	4	1	Secondary School	6	45	53	
Receptionist	Yes		Sahab Estate	0.5	0.5	Below Secondary	Daily Wage			
Receptionist	Yes		Sahab Estate	2	2	Below Secondary	Daily Wage			
Receptionist	Yes		Sahab Estate	4	4	Below Secondary	Daily Wage			
Division Head of Accounting	Yes		Sahab Estate	20	18	BA	1	210	282	
Senior Accountant	Yes		Sahab Estate	5	0.9	MA	4	80	104	
Accountant	Yes		Sahab Estate	7	1	Secondary School	4	80	104	
Accountant	Yes		Sahab Estate	4	4	BA	4	80	104	

Accountant	Yes		Sahab Estate	5	5	BA	3	110	146	
Auditor	Yes		Sahab Estate	3	1	BA	3	110	146	
Division Head of Collection	Yes		Sahab Estate	6	1	BA	4	80	104	
Cashier	Yes		Sahab Estate	3	3	Diploma	4	80	104	
Division Head of Supply	Yes		Sahab Estate	3	1	BA	4	80	104	
Messenger	Yes		Sahab Estate	7	7	Below Secondary	Daily Wage			
Public Relation Officer	Yes		Sahab Estate	16	-	Secondary School	4	80	104	
Public Relation Officer	Yes		Sahab Estate	3	3	BA	4	80	104	
Media and Publishing Officer	Yes		Sahab Estate	0.2	0.2	BA	Contract			
Division Head of Laboratory	Yes		Sahab Estate	17	17	BA	2	152	201	
Water Treatment Supervisor	Yes		Sahab Estate	14	14	BA	3	110	146	
Laboratory Technician	Yes		Sahab Estate	6	6	Diploma	4	80	104	
Laboratory Technician	Yes		Sahab Estate	5	5	Diploma	5	58	75	
Technician / Maintenance	Yes		Sahab Estate	2	2	Secondary School	Unclassified	52	158	
Technician / Maintenance	Yes		Sahab Estate	8	8	Secondary School	Unclassified	52	158	
Estate Manager	Yes		Al-Hussein Estate	21	-	MA	1	210	282	
Engineer	Yes		Al-Hussein Estate	2	2	BS	4	80	104	
Investment Officer	Yes		Al-Hussein Estate	2	2	Diploma	4	80	104	
Investment Officer	Yes		Al-Hussein Estate	1	1	BA	4	80	104	
Public Relation Officer	Yes		Al-Hussein Estate	1	1	BA	4	80	104	
Surveyor	Yes		Al-Hussein Estate	2	2	Diploma	5	58	75	
Laboratory Technician	Yes		Al-Hussein Estate	2	2	Diploma	5	58	75	
Environment Officer	Yes		Al-Hussein Estate	1	1	BA	4	80	104	
Store Keeper	Yes		Al-Hussein Estate	2	0.4	Diploma	3	110	146	

Typist	Yes		Al-Hussein Estate	1	1	Diploma	6	45	53	
Accountant	Yes		Al-Hussein Estate	1	1	BA	4	80	104	
Archiving Clerk	Yes		Al-Hussein Estate	1	1	BA	4	80	104	
Secretary	Yes		Al-Hussein Estate	2	1	Diploma	5	58	75	
Cashier	Yes		Al-Hussein Estate	1	1	BA	Contract	300		
Chemical Engineer	Yes		Al-Hussein Estate	2	1	BS	4	80	104	
Messenger	Yes		Al-Hussein Estate	2	2	Below Secondary	Daily Wage			
Receptionist	Yes		Al-Hussein Estate	1	0.4	Below Secondary	Daily Wage			
Operator	Yes		Al-Hussein Estate	0.8	0.8	BA	Daily Wage			
Operator	Yes		Al-Hussein Estate	2	2	Secondary School	Unclassified	42	102	
Bus Driver	Yes		Al-Hussein Estate	2	2	Secondary School	Unclassified	74	124	
Bus Driver	Yes		Al-Hussein Estate	1	1	Below Secondary	Unclassified	74	124	
Car Driver	Yes		Al-Hussein Estate	1	1	Below Secondary	Unclassified	52	102	
Car Driver	Yes		Al-Hussein Estate	0.2	0.2	Below Secondary	Unclassified	52	102	
Technician / Maintenance	Yes		Al-Hussein Estate	2	2	Secondary School	Unclassified	52	158	
Technician / Electricity	Yes		Al-Hussein Estate	1	1	Secondary School	Unclassified	52	158	
Agriculture Controller	Yes		Al-Hussein Estate	2	2	Secondary School	Unclassified	52	158	

Estate Manager	Yes		Al-Hasan Estate	17	0.9	BA	1	210	282	
Correspondence Clerk	Yes		Al-Hasan Estate	10	10	Diploma	5	58	75	
Secretary	Yes		Al-Hasan Estate	6	6	Diploma	5	58	75	
Division Head of Investors' Services	Yes		Al-Hasan Estate	10	2	BA	3	110	146	
Division Head of Investors	Yes		Al-Hasan Estate	10	3	BA	3	110	146	
Cashier	Yes		Al-Hasan Estate	3	0.5	BA	5	58	75	
Surveyor	Yes		Al-Hasan Estate	6	6	Diploma	3	110	146	
Environment Officer	Yes		Al-Hasan Estate	9	9	Diploma	4	80	104	
Laboratory Technician	Yes		Al-Hasan Estate	9	9	Diploma	4	80	104	
Division Head of Maintenance	Yes		Al-Hasan Estate	6	6	BA	3	110	146	
Division Head of Administration	Yes		Al-Hasan Estate	10	0.5	Diploma	4	80	104	
Investment Officer	Yes		Al-Hasan Estate	3	3	BA	3	110	146	
Division Head of Accounting	Yes		Al-Hasan Estate	6	3	BA	4	80	104	
Engineer	Yes		Al-Hasan Estate	5	5	BS	3	110	146	
Engineer	Yes		Al-Hasan Estate	4	4	BS	3	110	146	
Archiving Clerk	Yes		Al-Hasan Estate	2	2	BA	4	80	104	
Environment Officer	Yes		Al-Hasan Estate	1	1	BA	Contract	300		
Store Keeper	Yes		Al-Hasan Estate	1	1	Secondary School	Contract	160		
Operator	Yes		Al-Hasan Estate	10	10	Secondary School	Unclassified	42	102	
Technician / Electricity	Yes		Al-Hasan Estate	2	2	Below Secondary	Unclassified	52	158	
Plumber	Yes		Al-Hasan Estate	2	2	Below Secondary	Unclassified	52	158	
Bus Driver	Yes		Al-Hasan Estate	3	3	Below Secondary	Unclassified	74	124	
Bus Driver	Yes		Al-Hasan Estate	1	1	Below Secondary	Unclassified	74	124	
Car Driver	Yes		Al-Hasan Estate	6	6	Below Secondary	Unclassified	52	102	
Receptionist	Yes		Al-Hasan Estate	2	2	Daily Wage				
Messenger	Yes		Al-Hasan Estate	2	2	Daily Wage				
Messenger	Yes		Al-Hasan Estate	2	2	Daily Wage				
Messenger	Yes		Al-Hasan Estate	1	1	Daily Wage				
										Total 153

Summary of Staffing Situation of (JEDCO)

Job Title	Job Status		Location	Years of Service		Qualifications Current	Grade/ Rank	Salary		No. of Employees
	Filled	Vacant		General	In Job			Min	Max	
General manager	Yes		HQ	17	5	MA Economics	1	1400		1
Asst.G.M. for Finance & Admn Affairs	Yes		HQ	20	4	PhD Business Admn.	2	885		1
Manager of Security Markets	Yes		HQ	14	3	BA Business Admn.	3	402	700	
Manager of Commercial Services	Yes		HQ	17	3	BA Economics	3	402	700	
Manager of Financial Affairs	Yes		HQ	17	4	BA Accounting	3	402	700	
Manager of Administrative Affairs	Yes		HQ	15	5	MA Planning	3	451	750	
Manager of Computer	Yes		HQ	17	3	BA Computer Science	3	402	700	
Manager of Commercial Center	Yes		Belgium	12	3	BA Psychology	4	2470	2800	
Manager of Commercial Center	Yes		Palestine	8	1	BA Business Admn.	4	2630	2800	
Manager of Commercial Center	Yes		Yemen	9	1	BA Business Admn.	4	1930	2800	
Manager of Commercial Center	Yes		Algeria	15	4	BA Management	3	2202	3800	
Manager of Commercial Center	Yes		Iraq	15	1	BA English Literature	3	1742	3800	10
Office Manager	Yes		HQ	27	8	Secondary School	3	402	500	1
Advisor	Yes		HQ	12	1	BA Economics	3	402	700	1
Division Head of Projects	Yes		HQ	10	2	BA Political Science	4	330	540	
Division Head of Promotion/Arab	Yes		HQ	10	1	BA Economics	4	330	540	
Division Head of Promotion/Foreign	Yes		HQ	10	2	High Diploma Politics	4	346	560	
Division Head of Technical Services	Yes		HQ	7	2	BA Business Admn.	4	330	540	
Division Head of Research & Studies	Yes		HQ	7	2	BA Economics	4	330	540	
Division Head of Commerce	Yes		HQ	17	2	BA Business Admn.	4	330	540	
Division Head of Budget & Control	Yes		HQ	6	2	High Diploma Accounting	4	346	560	
Division Head of Personnel	Yes		HQ	13	3	BA Journalism	4	330	540	
Division Head of Economic Agreements	Yes		HQ	8	2	MA Business Admn.	4	372	590	
Division Head of Documentation	Yes		HQ	9	2	MA International Affairs	4	372	590	
Division Head of Financing & Securities	Yes		HQ	10	2	BA Business Admn.	4	330	540	

Division Head of Administrative Services	Yes		HQ	7	2	BA Management	4	330	540	
Division Head of Archiving	Yes		HQ	14	7	BA Political Science	3	402	700	
Division Head of Electronic Information	Yes		HQ	9	2	BA Business Admn.	4	330	540	
Division Head of Legal Affairs	Yes		HQ	14	1	High Dipl. Law	4	346	560	
Division Head of MOU Oil Supplement	Yes		HQ	9	1	BA Economics	4	330	540	16
Promotion Specialist	Yes		HQ	7	7	BA Economics	5	277	380	
Promotion Specialist	Yes		HQ	6	6	BA Business Admn.	5	277	380	
Promotion Specialist	Yes		HQ	5	2	BA Business Admn.	5	277	380	
Promotion Specialist	Yes		HQ	4	4	BA Financial Science	6	252	350	
Promotion Specialist	Yes		HQ	3	3	BA Business Admn.	6	252	350	5
Economic Researcher	Yes		HQ	12	4	BA Management	5	277	380	
Economic Researcher	Yes		HQ	3	3	BA Marketing	6	252	350	
Economic Researcher	Yes		HQ	2	2	BA Law	6	252	350	
Economic Researcher	Yes		HQ	3	3	MA Economics	6	287	390	
Economic Researcher	Yes		HQ	5	3	BA Management	5	277	380	
Economic Researcher	Yes		HQ	2	2	BA Economics	6	252	350	
Economic Researcher	Yes		HQ	-	-	MA Law	6	287	390	7
Information Technology Specialist	Yes		HQ	9	7	Dipl. Management	6	198	300	
Information Technology Specialist	Yes		HQ	8	2	BA Business Admn.	6	252	350	
Information Technology Specialist	Yes		HQ	10	2	BA Business Admn.	5	277	380	
Information Technology Specialist	Yes		HQ	3	3	BA Business Admn.	6	252	350	
Information Technology Specialist	Yes		HQ	1	1	BA Law	6	252	350	5
Industrial Engineer	Yes		HQ	3	3	BA Industrial Engineering	6	260	350	1
Programmer / Analyst	Yes		HQ	9	9	BA Computer Science	4	330	540	
Programmer / Analyst	Yes		HQ	6	6	BA Computer Science	5	277	380	
Programmer / Analyst	Yes		HQ	10	10	Dipl. Accounting	5	198	330	3
Auditor	Yes		HQ	8	8	BA Accounting	5	277	380	1
Accountant	Yes		HQ	14	6	Dipl. Accounting	5	198	330	
Accountant	Yes		HQ	2	2	BA Accounting	6	252	350	2
Administrative Services Officer	Yes		HQ	11	11	Dipl. Business Admn.	5	198	330	1

Asst. Librarian	Yes		HQ	1	1	Dipl. Libraries	6	266	370	1
Legal Researcher	Yes		HQ	8	8	High Dipl. Law	5	304	400	1
Information Officer	Yes		HQ	6	6	Dipl. Accounting	6	174	300	
Information Officer	Yes		HQ	12	1	Secondary School	5	174	280	2
Asst. Accountant	Yes		HQ	1	1	Dipl. Accounting	6	174	300	1
Secretary	Yes		HQ	7	7	Dipl. Business Admn.	6	174	300	
Secretary	Yes		HQ	6	6	Secondary School	6	151	250	
Secretary	Yes		HQ	9	9	Secondary School	6	151	250	3
Cashier	Yes		HQ	8	8	Dipl. Business Admn.	5	198	330	1
Store Keeper	Yes		HQ	11	5	Below Secondary School	7	128	200	1
Administrative Clerk	Yes		HQ	12	6	Dipl. Business Admn.	4	241	350	
Administrative Clerk	Yes		HQ	10	3	Dipl. Translation	6	174	300	
Administrative Clerk	Yes		HQ	2	2	BA Business Admn.	6	252	350	
Administrative Clerk	Yes		HQ	6	6	Secondary School	5	174	280	
Administrative Clerk	Yes		HQ	6	5	Secondary School	6	151	250	
Administrative Clerk	Yes		HQ	1	1	Secondary School	7	144	230	6
Transport Clerk	Yes		HQ	15	4	Below Secondary School	7	128	200	1
Operator	Yes		HQ	16	16	Below Secondary School	7	128	200	
Operator	Yes		HQ	17	17	Below Secondary School	7	128	200	
Operator	Yes		HQ	1	1	Below Secondary School	8	128	190	3
Maintenance Technician	Yes		HQ	10	10	Secondary School	7	144	230	
Electrical Technician	Yes		HQ	27	27	Below Secondary School	6	151	220	2
Driver	Yes		HQ	8	8	Below Secondary School	8	128	190	
Driver	Yes		HQ	10	10	Below Secondary School	8	128	190	

Driver	Yes		HQ	14	14	Below Secondary School	8	128	190	
Driver	Yes		HQ	8	2	Below Secondary School	8	128	190	
Driver	Yes		HQ	8	6	Below Secondary School	8	128	190	5
Guard	Yes		HQ	32	14	Below Secondary School	8	128	190	
Guard	Yes		HQ	37	15	Below Secondary School	8	128	190	
Guard	Yes		HQ	15	15	Below Secondary School	8	128	190	
Guard	Yes		HQ	1	1	Below Secondary School	8	128	190	
Guard	Yes		HQ	1	1	Below Secondary School	8	128	190	
Guard	Yes		HQ	1	1	Secondary School	8	144	210	6
Messenger	Yes		HQ	13	13	Below Secondary School	8	128	190	
Messenger	Yes		HQ	1	1	Below Secondary School	8	128	190	2
										Total 90

Summary of Staffing Situation of (FZC)

Job Title	Job Status		Location	Years of Service		Qualifications Current	Grade/ Rank	Salary		No. of Employees
	Filled	Vacant		General	In Job			Min	Max	
General manager	Yes		HQ	28	5	MA Economics	Top	680		1
Asst.G.M. for Finance & dmn Affairs	Yes		HQ	28	4	BA Accounting	Special	223	325	
Asst.G.M. for Technical Affairs		Yes	-	-	-	-				
Advisor	Yes		HQ	28	4	MA Management	First	145	215	
Advisor	Yes		HQ	22	1 month	BS Engineering	First	145	215	
Advisor	Yes		HQ	20	2	BA Economics	First	145	215	
Advisor	Yes		HQ	23	1	BA Law	First	145	215	4
Manager of Financial Affairs	Yes		HQ	24	4	BA Accounting	First	145	215	
Manager of Administration	Yes		HQ	17	6	BA English	First	145	215	
Manager of Supply	Yes		HQ	21	2	BA Accounting	Second	130	172	
Manager of Technical Affairs	Yes		HQ	16	5	BS Engineering	Second	130	172	
Manager of Control	Yes		HQ	16	1	BA Law	Third	115	97	
Free Zone Manager/Zarqa	Yes		Zarqa	15	1	BA Business Admn	Third	115	97	
Manager of Investment	Yes		HQ	24	6 months	BA English	Third	115	97	
Manager of Services	Yes		HQ	6	1	BA Accounting	Third	115	97	
Free Zone Manager/Sahab	Yes		Sahab	20	3	BA Arabic	Fourth	100	142	
Free Zone Manager/Airport	Yes		Airport	8	4	BA Business Admn	Fourth	100	142	
Free Zone Manager/Karak	Yes		Karak	12	2	MA Int'l Law	Fourth	100	142	
Manager of Computer	Yes		HQ	8	4	BA Business Admn	Fourth	100	142	
Manager of General Safety	Yes		HQ	13	1	BS Engineering	Fourth	100	142	
Manager of Studies & Research	Yes		HQ	29	3	MA Economics	Contract	100	142	14
Office Manager	Yes		HQ	8	4	MA Law	Sixth	79	107	1
Asst. Manager for Technical Control	Yes		HQ	22	1 month	BA Business Admn	Third	115	97	
Asst. Manager for Services	Yes		HQ	10	2	BS Engineering	Fourth	100	142	
Asst. Manager for Manifest	Yes		Zarqa	21	1 month	BA Law	Fourth	100	142	

Asst. Manager for Finance	Yes		HQ	8	3	BA Accounting	Fourth	100	142	
Asst. Zone Manager	Yes		Sahab	12	2 months	MA Law	Fourth	100	142	
Asst. Manager for Financial Control	Yes		HQ	16	2	BA Accounting	Fourth	100	142	
Asst. Manager for Supply	Yes		HQ	6	2	BA Accounting	Fourth	100	142	
Asst. Zone Manager	Yes		Zarqa	8	2 months	BA Management	Sixth	79	107	
Asst. Manager for Admn. Control	Yes		HQ	17	1	BA English	Fifth	89	208	
Asst. Zone Manager	Yes		Airport	7	2 months	BA Business Admn	Fifth	89	208	
Asst. Manager for Administration	Yes		HQ	8	5	BA Business Admn.	Fifth	89	208	
Asst. Manager for Computer	Yes		HQ	7	2	BA Comp. Engineering	Fifth	89	208	
Asst. Zone Manager	Yes		Sahab	8	1 month	BS Computer	Sixth	79	107	
Asst. Zone Manager	Yes		Zarqa	7	2 months	BA Accounting	Sixth	79	107	
Asst. Manager for Investment	Yes		HQ	7	2 months	MA Economics	Sixth	79	107	
Asst. Manager for Licensing	Yes		HQ	7	1 month	MA Political Science	Sixth	79	107	
Asst. Zone Manager	Yes		Karak	24	5 months	Secondary School	Fifth	89	117	
Asst. Manager for Studies		Yes	-	-	-					18
Unit Head of Legal Affairs	Yes		HQ	8	4	BA Law	Fifth	89	117	
Unit Head of Management Dev.	Yes		HQ	10	4	BA Business Admn.	Sixth	79	97	2
Division Head of Accounting	Yes		Sahab	6	4	BA Accounting	Third	115	269	
Division Head of Statistics Analysis	Yes		HQ	12	4	BA Business Admn.	Fourth	100	142	
Division Head of Maintenance	Yes		HQ	12	2	BS Engineering	Fourth	100	142	
Division Head of Expenditures	Yes		HQ	8	4	BA Economics	Fourth	100	142	
Division Head	Yes		Zarqa	7	-	MA Business Admn.	Fifth	89	208	
Head of Revenues	Yes		HQ	8	3	MA Hospital Manag.	Fifth	89	208	

Division Head	Yes		Zarqa	8	-	MA Law	Fifth	89	208	
Division Head of Investment	Yes		HQ	7	-	MA Political Science	Sixth	79	107	
Division Head of Investment	Yes		HQ	1	1 month	BA History	Sixth	79	107	
Division Head of Agriculture	Yes		Zarqa	4	-	BS Engineering	Sixth	79	107	
Division Head of Industrial Investment	Yes		HQ	10	-	BA Law	Sixth	79	107	
Division Head of Financial Analysis	Yes		HQ	8	2	BA Economics	Sixth	79	107	
Division Head of Legal Affairs	Yes		Zarqa	7	-	BA Law	Sixth	79	107	
Division Head	Yes		Zarqa	6	1	MA Business Admn.	Seventh	69	97	
Division Head of Company Registration	Yes		HQ	1	1 month	BA Business Admn.	Seventh	69	97	
Division Head	Yes		Zarqa	6	-	BA Journalism	Seventh	69	97	
Division Head	Yes		Zarqa	1	-	BA Economics	Seventh	69	97	
Division Head of Licensing	Yes		HQ	10	1 month	BA Law	Seventh	69	97	
Division Head of Archiving	Yes		Zarqa	3	-	BA Statistics	Seventh	69	97	
Division Head	Yes		Zarqa	3	1	BA Law	Seventh	69	97	
Division Head of Environment	Yes		Zarqa	16	3	BS Engineering	Seventh	69	97	
Division Head of Special Zones	Yes		HQ	7	1 month	BA Economics	Seventh	69	97	
Division Head of Supply	Yes		HQ	19	5	Secondary School	Fifth	89	117	
Division Head of Technical Affairs	Yes		HQ	9	-	Dip. Engineering	Fifth	89	117	
Division Head of Services	Yes		Zarqa	25	4	Secondary School	Fifth	89	117	
Division Head of Archiving	Yes		HQ	22	-	Secondary School	Fifth	89	117	
Division Head	Yes		Karak	20	2	Secondary School	Fifth	89	117	
Division Head of Audit	Yes		HQ	13	4	Dip. Accounting	Fifth	89	117	
Division Head of Audit & Inspection	Yes		HQ	18	3	Secondary School	Fifth	89	117	
Division Head	Yes		Zarqa	17	-	Secondary School	Fifth	89	117	
Division Head	Yes		Zarqa	18	-	Dip. Accounting	Sixth	89	117	

Division Head of Permits	Yes		Zarqa	18	-	Secondary School	Sixth	89	117	
Division Head	Yes		Zarqa	11	-	Secondary School	Lum Sum			
Division Head	Yes		Zarqa	8	-	Dip. Accounting	Sixth	79	107	
Division Head of Transport	Yes		HQ	6	3	Below Secondary	Lum Sum			
Division Head of Storage	Yes		HQ	19	3	Secondary School	Fifth	89	117	
Division Head of Printing		Yes	HQ							
Division Head of Warehouses		Yes	HQ							
Division Head of Chemical Material		Yes	Zarqa							
Division Head of Translation		Yes	HQ							
Division Head of Economic Analysis		Yes	HQ							
Division Head of Financial Control		Yes	HQ							
Division Head of Administrative Control		Yes	HQ							
Division Head of Administration	Yes		Karak	1	-	BA Political Science	Seventh	69	97	
Division Head of Computer		Yes	Karak							
Division Head of Archiving		Yes	Airport							
Division Head of Accounting		Yes	Airport							
Division Head of Transport & Supply		Yes	Airport							
Division Head of Commercial Zones		Yes	Airport							
Division Head of Manifest		Yes	Airport							
Division Head of Programming	Yes		HQ	8	3	BS Computer	Fifth	89	117	
Division Head of Maintenance	Yes		HQ	3	3	Dip. Computer	Fifth	89	117	
Division Head of Technical Support	Yes		HQ	8	3	MS Comp. Engineering	Fifth	89	117	
Division Head of Manifest		Yes	Sahab							
Division Head of Archiving	Yes		Sahab			Secondary School	Sixth	79	107	
Division Head of Audit		Yes	Sahab							60
Asst. Division Head	Yes		Zarqa	9	-	Dip. English	Sixth	79	107	
Asst. Division Head	Yes		Zarqa	1	-	BA Business Admn.	Seventh	69	97	2

Section Head	Yes		HQ	9	-	Dip. Accounting	Sixth	79	107	
Section Head	Yes		HQ	3	2	BA Accounting	Seventh	69	97	2
Asst. Manager	Yes		HQ	17	6	BA Management	Third	115	157	
Asst. Manager	Yes		HQ	22	6	BA History	Third	115	157	2
Trainee Engineer	Yes		HQ	16	1	BS Engineering	Fourth	100	142	1
Secretary to General Manager	Yes		HQ	13	5	Secondary School	Sixth	79	107	1
Legal Clerk	Yes		HQ	8	3	BA Law	Sixth	79	107	
Legal Clerk	Yes		HQ	4	4	BA Law	Seventh	69	97	2
Administrative Clerk	Yes		HQ	9	9	Dipl. Business Admn.	Sixth	79	107	
Administrative Clerk	Yes		HQ	9	4	Dipl. Religion Science	Ninth	53	81	
Administrative Clerk	Yes		HQ	9	2	BA Law	Seventh	69	97	
Administrative Clerk	Yes		HQ	10	4	Dipl. Libraries	Ninth	53	81	
Administrative Clerk	Yes		HQ	10	2	Secondary School	Contract			
Administrative Clerk	Yes		HQ	7	5	Secondary School	Contract			
Administrative Clerk	Yes		HQ	10	5	Secondary School	Contract			
Administrative Clerk	Yes		HQ	7	2	Secondary School	Contract			
Administrative Clerk	Yes		HQ	9	1	Secondary School	Contract			
Administrative Clerk	Yes		HQ	1	1	Secondary School	Contract			
Administrative Clerk	Yes		Sahab	19	3	Secondary School	Contract			
Administrative Clerk	Yes		Sahab	1	1	Below Secondary	Contract			
Administrative Clerk	Yes		Sahab	6 months	6 months	BA Statistics	Sixth	79	107	
Administrative Clerk	Yes		Airport	10	2	Dipl. Business Admn.	Ninth	53	81	
Administrative Clerk	Yes		Karak	19	-	Below Secondary	Contract			
Administrative Clerk	Yes		Karak	9	1	Dipl. Business Admn.	Sixth	79	107	
Administrative Clerk	Yes		Karak	8	-	Dipl. English	Eighth	61	89	
Administrative Clerk	Yes		Karak	3 months	3 months	Secondary School	Contract			

Administrative Clerk	Yes		Zarqa	11 month	11 month	Secondary School	Contract			
Administrative Clerk	Yes		Zarqa	10	-	Below Secondary	Contract			
Administrative Clerk	Yes		Zarqa	10	1	Below Secondary	Contract			21
Librarian	Yes		HQ	10	4	Dipl. Libraries	Sixth	79	107	1
Asst. Librarian	Yes		HQ	10	2	Below Secondary	Contract			1
Programmer	Yes		HQ	10	10	Dipl. Programming	Sixth	79	107	
Programmer	Yes		HQ	8	5	Dipl. Programming	Ninth	53	81	
Programmer	Yes		HQ	4	4	Dipl. Programming	Contract			
Programmer	Yes		HQ	4	4	BA Comp. Engineering	Seventh	69	97	
Programmer	Yes		HQ	4	4	BA Comp. Engineering	Seventh	69	97	
Programmer	Yes		HQ	3	1	BA Comp. Engineering	Seventh	69	97	6
Work Attendance Controller	Yes		HQ	10	2	Below Secondary	Contract			
Work Attendance Controller	Yes		Zarqa	12	2	Below Secondary	Contract			
Work Attendance Controller	Yes		HQ	10	3 months	Secondary School	Contract			3
Operator	Yes		HQ	9	2	Below Secondary	Contract			
Operator	Yes		HQ	12	12	Secondary School	Contract			
Operator	Yes		Zarqa	19	2 months	Secondary School	Contract			
Operator	Yes		Zarqa	7	-	Secondary School	Contract			
Operator	Yes		Sahab	18	5	Secondary School	Contract			5
Messenger	Yes		HQ	11	11	Below Secondary	Contract			
Messenger	Yes		HQ	9	9	Below Secondary	Contract			
Messenger	Yes		HQ	9	9	Below Secondary	Contract			
Messenger	Yes		Zarqa	17	17	Ignorant	Contract			
Messenger	Yes		Zarqa	11	11	Below Secondary	Contract			
Messenger	Yes		Karak	19	19	Below Secondary	Contract			6
Photocopying Technician	Yes		HQ	7	2	Secondary School	Contract			
Photocopying Technician	Yes		HQ	3 months	3 months	Secondary School	Contract			2
Typist	Yes		HQ	7	5	Secondary School	Contract			

Typist	Yes		HQ	1	1	Secondary School	Contract			
Typist	Yes		HQ	1	1	Secondary School	Contract			
Typist	Yes		HQ	3 months	3 months	Secondary School	Contract			
Typist	Yes		Zarqa	9	9	Below Secondary	Contract			
Typist	Yes		HQ	6	3	Secondary School	Contract			6
Cashier	Yes		HQ	8	8	BA Accounting	Sixth	79	107	
Cashier	Yes		Zarqa	10	-	Secondary School	Contract			
Cashier	Yes		Zarqa	10	-	Dipl. Management	Ninth	53	81	
Cashier	Yes		Zarqa	9	4	Secondary School	Contract			
Cashier	Yes		Karak	10	-	Secondary School	Contract			
Cashier	Yes		Karak	11	2	Secondary School	Contract			
Cashier	Yes		Karak	9	2	Secondary School	Contract			
Cashier	Yes		Zarqa	12	-	Secondary School	Seventh	69	97	8
Accountant	Yes		HQ	1	1	Dipl. Accounting	Eighth	61	89	
Accountant	Yes		HQ	1	1	Dipl. Accounting	Ninth	53	81	
Accountant	Yes		HQ	1	1	BA Accounting	Seventh	69	97	
Accountant	Yes		HQ	19	2	Secondary School	Seventh	69	97	
Accountant	Yes		HQ	8	6	Dipl. Accounting	Sixth	79	107	
Accountant	Yes		HQ	8	1	BA Accounting	Sixth	79	107	
Accountant	Yes		Zarqa	10	2	Secondary School	Contract			
Accountant	Yes		Zarqa	7	-	Dipl. Arabic	Contract			
Accountant	Yes		Zarqa	7	-	Secondary School	Contract			
Accountant	Yes		Zarqa	12	-	Secondary School	Contract			
Accountant	Yes		Zarqa	1	1	Secondary School	Contract			
Accountant	Yes		Zarqa	1	1	Below Secondary	Contract			
Accountant	Yes		Zarqa	1	1	Secondary School	Contract			
Accountant	Yes		Zarqa	1	1	Secondary School	Contract			
Accountant	Yes		Zarqa	1	1	BS Chemistry	Seventh	69	97	
Accountant	Yes		Zarqa	4	1	Secondary School	Contract			
Accountant	Yes		Airport	18	18	Secondary School	Sixth	79	107	

Accountant	Yes		Zarqa	8	1	Secondary School	Contract			
Accountant	Yes		Zarqa	3 months	3 months	Secondary School	Contract			
Accountant	Yes		Zarqa	7	-	Dipl. Accounting	Seventh	69	97	20
Personal Asset Clerk	Yes		HQ	9	-	Below Secondary	Contract			1
Store Keeper	Yes		HQ	21	-	Secondary School	Contract			
Store Keeper	Yes		HQ	8	-	Secondary School	Contract			
Store Keeper	Yes		HQ	9	-	Secondary School	Contract			
Store Keeper	Yes		Zarqa	18	-	Secondary School	Contract			
Store Keeper	Yes		Zarqa	12	-	BA Law	Seventh	69	97	
Store Keeper	Yes		Zarqa	21	-	Secondary School	Contract			
Store Keeper	Yes		Zarqa	18	-	Dipl. Accounting				
Store Keeper	Yes		Zarqa	8	-	BA Geography				
Store Keeper	Yes		Zarqa	19	-	Secondary School	Sixth	79	107	
Store Keeper	Yes		Zarqa	18	0	Below Secondary	Contract			
Store Keeper	Yes		Zarqa	11	-	BA Law	Seventh	69	97	
Store Keeper	Yes		Zarqa	9	-	Secondary School	Contract			
Store Keeper	Yes		Zarqa	9	-	Secondary School	Contract			
Store Keeper	Yes		Zarqa	16	-	Below Secondary	Contract			
Store Keeper	Yes		Zarqa	9	-	Below Secondary	Contract			
Store Keeper	Yes		Zarqa	19	-	Below Secondary	Day wage			16
Permit Clerk	Yes		Zarqa	9	-	Below Secondary	Contract			1
Agriculture Worker	Yes		Zarqa	19	-	Ignorant	Day wage			
Agriculture Worker	Yes		Zarqa	19	-	Ignorant	Day wage			2
Transport Clerk	Yes		HQ	8	-	Below Secondary	Contract			1
Driver	Yes		HQ	19	19	Below Secondary	Contract			
Driver	Yes		HQ	17	-	Below Secondary	Contract			

Driver	Yes		Zarqa	17	-	Below Secondary	Contract			
Driver	Yes		HQ	10	-	Below Secondary	Contract			
Driver	Yes		HQ	9	-	Below Secondary	Contract			
Driver	Yes		HQ	8	2	Below Secondary	Contract			
Driver	Yes		HQ	7	-	Below Secondary	Contract			
Driver	Yes		HQ	7	-	Secondary School	Contract			
Driver	Yes		HQ	7	-	Below Secondary	Contract			
Driver	Yes		HQ	20	-	Below Secondary	Contract			
Driver	Yes		HQ	9	-	Below Secondary	Contract			
Driver	Yes		HQ	10	-	Below Secondary	Contract			
Driver	Yes		HQ	10	-	Secondary School	Contract			
Driver	Yes		HQ	10	-	Below Secondary	Contract			
Driver	Yes		HQ	16	-	Below Secondary	Contract			
Driver	Yes		HQ	24	2	Below Secondary	Contract			
Driver	Yes		HQ	6	2	Below Secondary	Contract			
Driver	Yes		HQ	5	2	Secondary School	Contract			
Driver	Yes		HQ	18	2	Below Secondary	Contract			
Driver	Yes		HQ	3 months	3 months	Secondary School	Contract			
Driver	Yes		HQ	7	-	Below Secondary	Contract	diff sal		
Driver	Yes		HQ	8	1	Below Secondary	Contract			
Driver	Yes		HQ	18	2	Secondary School	Contract			
Driver	Yes		HQ	7	-	Below Secondary	Contract			
Driver	Yes		Sahab	10	-	Secondary School	Contract			
Driver	Yes		Airport	23	-	Below Secondary	Contract			
Driver	Yes		Karak	17	-	Below Secondary	Contract			
Driver	Yes		Sahab	22	-	Below Secondary	Contract			28
Fire Fighter	Yes		HQ	24	-	Below Secondary	Contract			
Fire Fighter	Yes		HQ	16	-	Below Secondary	Contract			
Fire Fighter	Yes		HQ	11	-	Below Secondary	Contract			

Fire Fighter	Yes		HQ	13	-	Below Secondary	Contract			
Fire Fighter	Yes		HQ	11	-	Below Secondary	Contract			
Fire Fighter	Yes		HQ	11	-	Below Secondary	Contract			
Fire Fighter	Yes		HQ	9	-	Below Secondary	Contract			
Fire Fighter	Yes		HQ	9	-	Below Secondary	Contract			
Fire Fighter	Yes		HQ	18	-	Secondary School	Contract			
Fire Fighter	Yes		HQ	12	-	Below Secondary	Contract			
Fire Fighter	Yes		HQ	8	1	Below Secondary	Contract			11
Chemical Inspector	Yes		Zarqa	2	2	Dipl. Chemistry	Contract			
Chemical Inspector	Yes		Zarqa	2	2	Dipl. Chemistry	Contract			2
Image Processing Technician	Yes		HQ	1	1	BA Political Science	Seventh	69	97	1
Technician - Buildings	Yes		HQ	9	9	Dipl. Engineering	Contract			
Technician - Quantity Accountant	Yes		HQ	9	9	Dipl. Engineering	Contract			
Technician - Mechanics	Yes		HQ	11	11	Below Secondary	Contract			
Technician - Heating	Yes		HQ	10	10	Secondary School	Contract			
Technician - Carpenter	Yes		HQ	9	9	Below Secondary	Contract			
Technician - Water	Yes		HQ	12	12	Below Secondary	Contract			
Technician - Telecommunications	Yes		HQ	11	11	Secondary School	Contract			
Technician - Plumber	Yes		HQ	12	12	Below Secondary	Contract			
Technician - Plumber	Yes		HQ	9	9	Below Secondary	Contract			
Technician - Electricity	Yes		HQ	1	1	Vocational Apprenticeship	Contract			
Technician - Ironsmith	Yes		HQ	1	1	Vocational Apprenticeship	Contract			
Technician - Electricity	Yes		HQ	15	3	Dipl. Cables	Fifth	89	117	
Technician -	Yes		HQ	3 months	3 months	Below Secondary	Contract			13
Surveyor	Yes		HQ	9	9	Dipl. Survey	Sixth	79	107	
Surveyor	Yes		HQ	8	8	Dipl. Survey	Sixth	79	107	2
Checker	Yes		Zarqa	11	-	Secondary School	Contract			
Checker	Yes		Zarqa	11	-	Secondary School	Contract			
Checker	Yes		Zarqa	8	-	Dipl. Social Studies	Seventh	69	97	3
Ceding Clerk	Yes		Zarqa	4	-	BA Economics	Sixth	79	107	

Ceding Clerk	Yes		Airport	10	10	Secondary School	Contract			
Ceding Clerk	Yes		Sahab	19	-	Secondary School	Fifth	89	117	
Ceding Clerk	Yes		Sahab	19	-	Secondary School	Fifth	89	117	
Ceding Clerk	Yes		Airport	10	-	Secondary School	Contract			
Ceding Clerk	Yes		Zarqa	10	-	Secondary School	Contract			
Ceding Clerk	Yes		Airport	1	1	Secondary School	Contract			7
Auditor	Yes		Zarqa	1	1	Dipl. Mechanics	Eighth	61	89	
Auditor	Yes		Zarqa	13	13	Secondary School	Contract			
Auditor	Yes		Zarqa	11	11	Secondary School	Contract			
Auditor	Yes		Zarqa	10	-	Secondary School	Contract			
Auditor	Yes		Zarqa	8	-	Secondary School	Contract			
Auditor	Yes		Zarqa	7	-	Dipl. Accounting	Eighth	61	89	
Auditor	Yes		Zarqa	10	-	Below Secondary	Contract			
Auditor	Yes		Zarqa	9	-	Secondary School	Contract			
Auditor	Yes		Zarqa	10	-	Secondary School	Contract			
Auditor	Yes		Zarqa	8	-	Secondary School	Contract			10
Delivery Controller	Yes		Zarqa	10	-	Secondary School	Contract			
Delivery Controller	Yes		Zarqa	10	-	Secondary School	Contract			
Delivery Controller	Yes		Zarqa	10	-	Secondary School	Contract			
Delivery Controller	Yes		Zarqa	9	-	Dipl. Arabic	Eighth	61	89	
Delivery Controller	Yes		Zarqa	9	-	Secondary School	Contract			
Delivery Controller	Yes		Zarqa	9	-	Secondary School	Contract			
Delivery Controller	Yes		Zarqa	9	-	Secondary School	Contract			
Delivery Controller	Yes		Zarqa	10	-	Below Secondary	Contract			
Delivery Controller	Yes		Zarqa	7	-	Below Secondary	Contract			
Delivery Controller	Yes		Zarqa	1	1	Secondary School	Contract			
Delivery Controller	Yes		Zarqa	1	1	BA Business Admn.	Seventh	69	97	
Delivery Controller	Yes		Zarqa	1	1	Secondary School	Contract			
Delivery Controller	Yes		Zarqa	1	1	Secondary School	Contract			
Delivery Controller	Yes		Zarqa	1	1	Secondary School	Contract			
Delivery Controller	Yes		Zarqa	1	1	Secondary School	Contract			

Delivery Controller	Yes		Zarqa	1	1	Secondary School	Contract			
Delivery Controller	Yes		Zarqa	1	1	Secondary School	Contract			
Delivery Controller	Yes		Sahab	1	1	Secondary School	Contract			
Delivery Controller	Yes		Sahab	1	1	Secondary School	Contract			
Delivery Controller	Yes		Karak	17	2	Dipl. Management	Seventh	69	97	
Delivery Controller	Yes		Zarqa	19	-	Secondary School	Contract			
Delivery Controller	Yes		Karak	9	-	Below Secondary	Contract			
Delivery Controller	Yes		Karak	10	-	Below Secondary	Contract			
Delivery Controller	Yes		Karak	12	-	Secondary School	Contract			
Delivery Controller	Yes		Karak	9	-	Dipl. Arabic	Eighth	61	89	
Delivery Controller	Yes		Karak	9	-	Dipl. Social Studies	Contract			
Delivery Controller	Yes		Karak	8	-	Below Secondary	Contract			
Delivery Controller	Yes		Karak	10	-	Secondary School	Contract			
Delivery Controller	Yes		Karak	11	-	Below Secondary	Contract			
Delivery Controller	Yes		Karak	10	-	Secondary School	Contract			
Delivery Controller	Yes		Zarqa	7	-	Secondary School	Contract			
Delivery Controller	Yes		Karak	1	1	Secondary School	Contract			
Delivery Controller	Yes		Karak	1	1	Secondary School	Contract			
Delivery Controller	Yes		Karak	8	-	Below Secondary	Contract			
Delivery Controller	Yes		Karak	20	3	Secondary School	Eighth	61	89	
Delivery Controller	Yes		Karak	15	1	Secondary School	Contract			
Delivery Controller	Yes		Karak	9	-	BA Accounting	Contract			
Delivery Controller	Yes		Karak	9	-	Secondary School	Contract			
Delivery Controller	Yes		Karak	6 months	6 months	Dipl. Chemistry	Contract			39
Weight Freight Controller	Yes		Zarqa	10	10	Secondary School	Contract			
Weight Freight Controller	Yes		Zarqa	10	10	Secondary School	Contract			
Weight Freight Controller	Yes		Zarqa	8	8	Below Secondary	Contract			
Weight Freight Controller	Yes		Zarqa	9	-	Secondary School	Contract			
Weight Freight Controller	Yes		Sahab	9	-	Secondary School	Contract			5
Supply Controller	Yes		Karak	1	1	BA Political Science	Seventh	69	97	1
Guard	Yes		Zarqa	10	-	Secondary School	Contract			

Guard	Yes	Zarqa	6	-	Secondary School	Contract			
Guard	Yes	Airport	9	-	Secondary School	Contract			
Guard	Yes	Airport	13	-	Secondary School	Contract			
Guard	Yes	HQ	11	11	Below Secondary	Contract			
Guard	Yes	Zarqa	19	19	Ignorant	Contract			
Guard	Yes	Zarqa	19	19	Ignorant	Contract			
Guard	Yes	Zarqa	20	1	Ignorant	Contract			
Guard	Yes	Zarqa	11	11	Ignorant	Contract			
Guard	Yes	Zarqa	11	11	Ignorant	Contract			
Guard	Yes	Zarqa	9	9	Below Secondary	Contract			
Guard	Yes	Zarqa	11	11	Below Secondary	Contract			
Guard	Yes	Zarqa	12	12	Secondary School	Contract			
Guard	Yes	Zarqa	9	9	Below Secondary	Contract			
Guard	Yes	Sahab	9	9	Secondary School	Contract			
Guard	Yes	Karak	9	9	Below Secondary	Contract			16
Location Chief	Yes	Khana	22	-	Secondary School	Fourth	100	42	
Location Chief	Yes	Quwaireh	18	-	Secondary School	Fifth	89	117	
Location Chief	Yes	Shedieh	10	-	BA Law	Sixth	79	107	3
Cleaning Worker	Yes	HQ	3 months	3 months	Secondary School	Contract			1
Collector	Yes	HQ	4 months	4 months	Below Secondary	Contract			
Data Entry	Yes	HQ	4 months	4 months	Secondary School	Contract			
Data Entry	Yes	Zarqa	9	9	Secondary School	Contract			
Data Entry	Yes	Zarqa	1	1	Secondary School	Contract			
Data Entry	Yes	Zarqa	1	1	Secondary School	Contract			
Data Entry	Yes	Zarqa	1	1	Secondary School	Contract			
Data Entry	Yes	Zarqa	1	1	Secondary School	Contract			
Data Entry	Yes	Zarqa	1	1	Secondary School	Contract			

Data Entry	Yes		Zarqa	1	1	Secondary School	Contract			
Data Entry	Yes		Zarqa	4	4	Dipl. Business Admn.	Contract			
Data Entry	Yes		Zarqa	4	4	Dipl. Computer	Contract			
Data Entry	Yes		Zarqa	1	1	BA Education	Eighth	61	89	
Data Entry	Yes		Zarqa	1	1	Secondary School	Contract			
Data Entry	Yes		Zarqa	1	1	Dipl. English	Eighth	61	89	
Data Entry	Yes		Zarqa	1	1	Dipl. Financial M.	Eighth	61	89	
Data Entry	Yes		Zarqa	1	1	Dipl. Marketing	Eighth	61	89	
Data Entry	Yes		Zarqa	1	1	Dipl. Management	Eighth	61	89	
Data Entry	Yes		Zarqa	1	1	Dipl. Programming	Eighth	61	89	
Data Entry	Yes		Zarqa	1	1	Dipl. Science	Eighth	61	89	
Data Entry	Yes		Zarqa	1	1	Dipl. Social Studies	Eighth	61	89	
Data Entry	Yes		Zarqa	1	1	Dipl. Management	Eighth	61	89	
Data Entry	Yes		Zarqa	1	1	Dipl. Engineering	Eighth	61	89	
Data Entry	Yes		Zarqa	1	1	Dipl. English	Eighth	61	89	
Data Entry	Yes		Zarqa	1	1	Dipl. Programming	Contract			
Data Entry	Yes		Sahab	3 months	3 months	Secondary School	Contract			
Data Entry	Yes		Karak	1	1	Dipl. Sport	Eighth	61	89	
Data Entry	Yes		Zarqa	8	-	Secondary School	Contract			26

Organization :

[illegible]

Annex D Salary Scales /Bands for Audited Organizations

<i>Salary Scale of Free Zone Corporation (FZC)</i>							
Category	Grade	Minimum Salary 1	Basic Allowance 2	Total 3	Additional Allowance 85% 4	Total Salary 3+4	Maximum Salary
Top		680	340	1020	578	1598	
Special	1	223	133	356	189	545	325
First	1	145	87	232	123	355	215
First	2	130	71	201	110	311	172
Second	1	145	79	224	123	347	215
Second	2	130	71	201	110	311	172
Second	3	115	57	172	97	269	157
Second	4	100	50	150	85	270	142
Second	5	89	44	133	75	208	117
Second	6	79	39	118	67	185	107
Second	7	69	31	100	58	158	97
Second	8	61	27	88	51	139	89
Third	1	145	65	210	123	333	215
Third	2	130	58	188	110	298	172
Third	3	115	46	161	97	258	157
Third	4	100	40	140	85	225	142
Third	5	89	35	124	75	199	117
Third	6	79	31	110	67	177	107
Third	7	69	24	93	58	151	97
Third	8	61	21	82	51	133	89
Third	9	53	18	71	45	116	81
Third	10	45	15	60	38	98	73

Salary Scale of JEDCO				
Grade	Job Title	Qualificatios	Minimum Salary	Maximum Salary
1	General manager	Identified by BOD		
2	Asst. General Manager	Identified by BOD		
3	Director	Bacholar	402	700
		High Diploma	421	720
		Master Degree	451	750
4	Supervisor	Secondary School	213	420
		Intermediate Diploma	241	450
		Bacholar	330	540
		High Diploma	346	560
		Master Degree	372	590
5	Senior Researcher Senior Administrator	Secondary School	174	280
		Intermediate Diploma	198	330
		Bacholar	277	380
		High Diploma	304	400
		Master Degree	315	420
6	Researcher Administrator	Secondary School	151	250
		Intermediate Diploma	174	300
		Bacholar	252	350
		High Diploma	266	370
		Master Degree	287	390
7	Support Administrator	Secondary School	144	230
		Below Secondary	128	200
8	General Services	Secondary School	144	210
		Below Secondary	128	190

Salary Scale of JIB			
Grade	Qualifications	Minimum Salary	Maximum Salary
Contract		1800	
Special		574	745
Classified 1		420	745
Classified 2		306	745
Classified 3	University Degree	223	745
Classified 3	Diploma Degree	223	295
Classified 4	University Degree	158	745
Classified 4	Diploma Degree	158	295
Classified 5	Diploma Degree	108	295
Classified 6	Diploma Degree or Secondary School	82	295
Unclassified	Technician 1	165	315
	Technician 2	90	210
	Bus Driver	125	245
	Car Driver	90	210
	Operator, Photocopying, Messenger,	70	210
	Guard, or equivalent supportive services	70	210

Salary Scale of JIEC				
Category	Grade	Qualifications	Minimum Salary	Maximum Salary
Contract			1800	
1	Special	University Degree	292	382
1	1	University Degree	210	282
1	2	University Degree	152	201
2	3	Master Degree in Engineering	110	146
2	3	PhD Degree Degree	110	146
2	4	Master Degree	80	104
2	4	Bacholar Degree in Engineering	80	104
2	4	Bacholar Degree	80	104
3	5	2 Years Diploma	58	75
3	6	1 Year Diploma	45	53
3	6	Secondary School	45	53
4	Unclassified	1st Technician	98	158
		Bus Driver	74	124
		2nd Technician	52	102
		Car Driver	52	102
		Operator	42	102